

Headquarters U.S. Air Force

Integrity - Service - Excellence

Source Selection An AQCS Perspective



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Overview

- **Review/discuss lessons learned from recent source selections**
 - **Pre-Request for Proposal (RFP)**
 - **Evaluation Process**
 - **Decision Briefings**
 - **Decision Documents**



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Pre-RFP

- **Openness with industry**
 - Share methodologies relevant to the evaluation, i.e.. Most probable cost and pricing
 - Include past performance relevancy criteria in RFP and share it with offerors
 - Don't let offerors guess what we're doing
- **Involve Acquisition Support Team (AST)**
 - Critical link between source selections
 - Effective cross-feed of lessons learned



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Pre-RFP

■ Evaluation criteria

- **Can stated requirements be exceeded?**
 - If so, is it clear to offeror and evaluator how?
- **Scrub number of Mission Capability (MC) subfactors and sub-elements**
- **Validate MC subfactor importance**
- **Ask the question**
 - Is it clear how a proposal can be rated BLUE?



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Evaluation Process

- **Training**
 - Adequacy, timing, tools, policy
 - Must ensure entire Source Selection Evaluation Team (SSET) is prepared to conduct evaluation
 - A week of training for a large source selection may be appropriate
 - Consider individual training for Source Selection Authority (SSA) and Source Selection Advisory Council (SSAC) members
 - Don't assume they know what is expected of them



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Evaluation Process

- Manage discipline in the evaluation process
 - Consider dedicated effort to ensure electronic tool discipline and development of an audit trail
 - Prefer independent review of comments, assessments and Evaluation Notices (ENs)
 - Evaluator should not assess own comments
 - Lock down or baseline evaluation after initial evaluation, end of discussions and after Final Proposal Revision (FPR) assessment
 - Don't send out FPR request until all EN responses are assessed and captured in the post-discussion update to the offerors
 - Be prepared to “drill down” to show the SSAC/SSA





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Evaluation Process

- **Performance Risk Assessment Group (PRAG)**
 - **Obtain approval of relevancy criteria as appropriate**
 - Dollar thresholds must have reasonable relation to est acquisition value
 - Consider contract type as appropriate
 - Link assigned ratings to the relevancy criteria
 - **Aggressively pursue obtaining Past Performance Information (PPI) from other sources**
 - **Assess cost PPI (Earned Value Management System (EVMS) use and effectiveness)**
 - **Assess prime across all factors/subfactors, if PPI exists, even if a sub will perform the function**



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Evaluation Process

- **Prepare for the Proposal Analysis Report (PAR) - EARLY**
 - **Develop and document supporting rationale for briefing bullets and ratings PRIOR to including them in briefings**
 - **Take the time to develop narratives to support ratings**
 - **Make sure rationale directly ties to Evaluation Criteria**
 - **BLUE/YELLOW/RED - describe how the requirement was or was not met or exceeded and describe the impact/benefit**
 - **Be constantly vigilant of color and proposal risk definitions**



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Decision Briefings

- **Plan for and schedule lengthy/detailed/robust briefings**
 - **Provide narrative support for bullets in advance of briefings if possible**
 - **Avoid driving briefings to unrealistic time constraints**
 - **Vet briefing changes with entire SSET**
 - **Complete the evaluation before requesting a decision (Competitive Range/EN Release/FPR release)**



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Decision Briefings

- **Early and continuous SSAC involvement**
 - **Convene SSAC at all stages of the evaluation**
 - **Maximize participation of principals**
 - **Capture SSAC input/questions separately from SSET final assessment**



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Decision Documentation

- **Draft Proposal Analysis Report at time of initial evaluations; update throughout process**



Decision Documents

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- **Write comprehensive, supportable Source Selection Decision Document (SSDD)**
 - SSDD belongs to the SSA - not the SSET
 - Compare and contrast proposals
 - Focus on discriminators
 - Write clear text, logical, plain English
 - Obtain samples from others (AQCS)
 - Plan on 10 to 15 pages
 - Start early
- **SSDD must answer the question - Why?**
 - SSDD is discoverable



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Summary

- **Do work up front to ensure successful, smooth, source selection**
- **Nail down Requirements early in RFP development process**
- **Ensure robust audit trail**